

CRS-0153

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MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT : Final Report of the Junior Officers' Committee

1. From my review of the report of the Junior Officers' Committee I am inclined to believe that little has been added to our knowledge of the problems of morale among junior officer personnel. Unfortunately, the group appears to have been content to base its findings upon data obtained from questionable and uncontrolled methods of opinion research. We have no assurance, and indeed the evidence points to the contrary, that the junior officer personnel whose views were solicited were representative of this category of personnel. The report gives no evidence that the Committee conducted the careful firsthand observation, study and analysis of the various personnel management procedures which the scope of its investigation warranted. Instead the report reflects a preconception of conclusions for which necessary supporting quotations were assembled. The value of even this effort is further diminished when some of these quotations and the conclusions based thereon are contrary to known facts. As a consequence, on an over-all basis, the report is superficial and unrealistic.

2. In view of the research methodology, it is perhaps inevitable that the Committee's report contains statements of alleged facts which have long since been overtaken by new conditions. For example, had the Committee made an objective survey of current recruitment practices, it would have learned that its description of over-zealous recruitment practices was no longer applicable. Likewise, college graduates are now, and have been for some time, signed up for employment to lower grade jobs only after written certification that such employment is desired despite their awareness of the non-professional duties to which they will be assigned, and despite the fact that no promises of promotion are given.

3. Generally, the Committee's recommendations reflect an immaturity of understanding of management principles. On the one hand, it is stated that supervisors should be encouraged to participate in "personnel management" courses and that the Career Service Boards must refrain from supplanting the role of the supervisor. At the same time, almost every major aspect of personnel management would be transferred from the supervisor to the jurisdiction of the Boards. Almost without exception, the experiment of stripping supervisors of personnel management responsibility and authority, along the lines proposed by the Committee, has produced unfortunate results. Where this has been tried supervisors have become aware that they are deprived of something which contributes even more to their successful performance than their job knowledge.

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4. Despite the shortcomings referred to in the preceding paragraphs, the Committee report documents or summarizes problems of personnel management for which solutions must be found. The Career Service machinery proposed by the Committee does not provide a realistic solution. As already noted, the effect would be to transfer functions which are intrinsically intermingled with general line authority to staff officials and boards who share no responsibility for accomplishing program results. I believe that a satisfactory solution depends on acceptance by line supervision and staff Career Service Boards of their rightful responsibility in the personnel management field. This involves a positive recognition of the need to program systematically, insofar as possible, personnel assignments in accordance with detailed individual career plans. Acting through the CIA Career Service Board, and through regular command channels, every possible effort should be exercised to stimulate recognition of this task.

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